LANL
Management Passport

www.hr.lanl.gov/TD/ManagerDev/RMT/rmthome.stm

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What is the Management Passport?

The LANL Management Passport is a tool designed to help new managers and supervisors understand and identify organizational expectations and resources. Use the Passport to identify people, bookmark web sites, and reference documents you will need to respond appropriately to various types of management situations.

Use the Passport to:

Review your roles and responsibilities as a manager
A manager is responsible for many of the details that influence the quality and effectiveness of people and programs. This section will help you define general and personal roles and responsibilities.

Clarify expectations with your manager and supervisor
Some guidelines for establishing clear communications between you and your manager. Includes a Q&A worksheet.

Find a sponsor
A sponsor is someone – a peer or superior – who is willing to share insights and experiences about the Laboratory. These insights can help new managers learn more quickly about their jobs and work environment.

Identify critical division support resources
Guidance for making contacts with subject matter experts assigned to help technical managers with non-technical business functions, such as business, property, training, and environmental safety and health.

Locate web sites containing useful resources
Information on issues important to managers, supervisors, and their organizations is posted on many LANL sites. Use this section of the Passport to bookmark sites particularly important to you.

Set a target date for completion of the Passport! It is recommended that you complete the Passport within 45 calendar days of taking RMT: Orientation to Management.

Roles and Responsibilities Review for Group Level Managers

Roles	Responsibilites	Required Management Training Topics
Manage the Resources of a Group	• Overall quality and effectiveness of the group • Tactical planning for group capabilities • Team with Division Director, Program Offices and other Group Leaders in strategic planning • Mentor, coach, and build effective teams among group personnel • Appoint team leaders as required • Initiate and integrate input on performance appraisals for all staff members in the group • Determine appraisal descriptors and salary changes for all group members • Fiscal and property management, OEO and diversity • Manage human, ES&H and financial resources of the group • Provide administrative support for the group	Managing and Supervising People Essentials of Supervision Fiduciary Responsibilities of Managers
Manage Safety and Security	Ensure a safe workplace for all group members, i.e., The Six Zeros: • ZERO injuries and illnesses on the job • ZERO safeguards and securities incidents • ZERO injuries and illnesses off the job • ZERO environmental incidents • ZERO ethics incidents • ZERO people mistreatment incidents • ISM, ISSM • Ensure all relevant security	Management Responsibilites for Safety and Security

Roles	Responsibilites	Required Management Training Topics
Advocate for the Group's Capabilites	• Spokesperson for the Group's capabilities • Resource for professional expertise • Advocate and team with others to support program development employing the Group's capabilities	Managing & Supervising People
Make Commitments of Group Resources to Projects	• Nominate project leaders • Negotiate project tasks, schedules and deliverables with project leaders • Spending authority on project accounts to project leaders • Deliver quality projects and services	Fiduciary Responsibilities of Managers

Other Management Courses Currently Available (pdf)

Los Alamos
NATIONAL LABORATORY

Vision
"We serve the nation by applying the best science and technology to make the world a better and safer place."

Mission
Ensure the safety and reliability of the U.S. Nuclear deterrent.

Reduce the global threat of weapons of mass destruction.

Solve national problems in energy, environment, infrastructure and health security.

Guiding Principles

Public Service
we are motivated to serve our nation and the people of the world
Leadership
people oriented, risk taking at all levels
Quality and Diversity
our quality lies in the diversity of our science, our people, our programs and our facilities
Pride
in who we are and what we do
Openness
to our employees, to the community, to each other, to change - open minds
Trustworthiness
we include the interests of others in our decisions and we do what we say
Management
we measure our performance continuously
Accountability
we hold ourselves and others accountable for their actions

Clarify Expectations with your Manager

Assume nothing regarding your boss's expectations for your performance! Take the initiative and the time to ask your manager specific questions that will help clarify your job, your specific role on the management team, and how your performance will be judged.

Suggestions for gaining clarification:

Get a copy of the posting for your current position. Use this as a guide to update your Performance Development Plan.

Get a copy of the current Manager Performance and Development Plan for your position. Your Group Office Manager should be able to locate a copy of this for you. Review and submit recommended revisions to your new manager.

Consider asking the following questions when you and your manager meet:

• How would you clarify our current mission and our metrics for success?
• What changes are planned or anticipated for the next year?
• On what specific areas do you want me to focus?
• What priorities exist? When do you expect me to close on the top three?
• What are the major issues you see for me in my job?
• What unresolved issues need my attention? By when?
• What surprises might I expect?
• What resource issues (people, money, equipment) might surface over the next six months?
• What activities are off-limits to me in this new position?
• For routine communication, what works best for you: e-mail, phone, in-person by appointment, drop-in?
• What training do you recommend I take in the next six months to a year?
• What specifically will you see me doing when I am doing a good job for you?
• How can I best support you in your job?
• Who are key contacts and customers you recommend I get in touch with in the near future?

Identify for your manager how and when you want to receive feedback and criticism on your work.

Find a Mentor

A mentor is someone at the Laboratory who is willing to share insights and experiences that will help you learn your job more quickly. Sponsors can provide coaching and support and can act as a sounding board. A good mentor has the following characteristics:

- Experience in a similar position to yours, either currently or in the past;
- Knows about your division, preferably from experience. Many resources, and even some policies and procedures, are division-specific;
- Is a person in whom you can confide;
- Has no jurisdiction over your position;
- Has a good reputation at the Laboratory;
- Is willing to invest time by meeting with you on a regular basis;
- Is able to listen and provide candid feedback.

Partnering with a mentor also involves your acceptance of responsibility and commitment to the relationship. Know that your responsibilities include:

- Establishing and keeping a meeting schedule;
- Sharing problems and experiences with an eye on gaining new perspectives and insights;
- Maintaining confidentiality;
- Being willing to listen and accept criticism;
- Asking questions.

A Mentor's responsibilities and commitment include:

- Agreeing to and keeping meeting schedules;
- Sharing experiences and Laboratory knowledge with an eye on providing new perspectives and insights;
- Maintaining confidentiality;
- Being willing to listen and challenge assumptions;
- Asking questions.

More information and help finding a mentor is available by contacting Dave Alexander, coordinator of the **learning@lanl** Mentoring Program.

Critical Support Resources

In each division at the Laboratory, critical subject matter experts are assigned to help technical leaders manage non-technical business functions, such as Human Resources and Procurement.

Take time to cultivate these valuable relationships early by identifying and meeting with your division support resource people. Ask these resource people specific questions about their expertise and roles, and clarify for them your specific needs.

Some questions you might ask include:

- What are your responsibilities? As a manager, or supervisor, what do I need to know about what you do?
- How do you support me?
- What is the best way to contact you?
- What division or group-specific practices do I need to be aware of when accessing your support?
- What current issues, questions, or concerns do you have regarding my project, team, or group?
- What resource information or web sites should I be aware of to access procedures, forms, and processes in regard to your support?

Support Resources: Division

Division Chief of Staff
Name: _____
Phone: _____
Email: _____

Group Office Administrator
Name: _____
Phone: _____
Email: _____

Organizational Computer Security Rep.
Name: _____
Phone: _____
Email: _____

Division Security Officer
Name: _____
Phone: _____
Email: _____

Support Resources: Business

Business Team Leader
Name: _____
Phone: _____
Email: _____

Request copies of the current budget and the latest budget monitoring report for your project, team, or group. Ask your Business Team Leader to help you understand and interpret these reports.

The Business Operations Division resolves business issues in the following areas:

- Accounting http://businternal.lanl.gov/bus1/af.htm
- Budgeting http://businternal.lanl.gov/bus3/budgeting/default.htm
- Finance, Procurement, and Property to Nuclear Weapons and Threat Reduction Directorates http://busblue.lanl.gov/bus2/default.htm
- Packaging and transportation http://businternal.lanl.gov/bus4/transport/default.htm
- Payroll http://businternal.lanl.gov/bus1/payroll/default.htm
- Procurement http://businternal.lanl.gov/bus5/default.htm
- Property Management http://businternal.lanl.gov/bus6/property.htm
- Travel http://businternal.lanl.gov/bus1/travel/default.htm
- Shipping & Receiving http://businternal.lanl.gov/bus4/shipping.htm

Support Resources: Designated Training Generalist

LANL's Designated Training Generalists are selected by their Division Directors. DTGs perform the following functions:
- Act as the primary point-of-contact for the Division and Program Office with the Training Director, LANL training groups, and facility training contacts.
- Ensure training documentation entry into the Employee Development Systems (EDS) database and maintenance of training files. (EDS is a Laboratory-wide system for documenting workforce training.)
- Ensure that the division/individual training plans are developed and entered into EDS.
- Coordinate group/division training to meet training plan and organization-specific training requirements.
- Update division/program office management on worker training plans, compliance, and other training issues.

Contact the Training Generalist for your Division
http://int.lanl.gov/training/dtg.shtml

Designated Training Generalist
Name:
Phone: _____
Email: _____
_____

Become familiar with the Virtual Training Center
http://int.lanl.gov/training training.shtml

Access EDS training information
http://int.lanl.gov/training/train_rpt.shtml

Support Resources: ES&H

The Environment, Safety, and Health Division http://www.hsr.lanl.gov is currently undergoing a reorganization. Managers seeking assistance in identifying ES&H resources should contact their Facility Manager or the Health Safety and Radiation Protection (HSR) Division office at 667-4218.

ES&H contact
Name: _____
Phone: _____
Email: _____

Support Resources: Facility Manager Unit http://arania.lanl.gov

Facility Managers (FM) are agents of owning Division Leaders and are responsible for managing infrastructure within an assigned Facility Managment Unit (FMU). The FMs develop standards and participate in review of the procedures through a Facility Management Council (FMC). The FMC is chaired by a Facility Manager. Facility and Waste Operations-Construction and Facilites Services (FWO-CFS) provides logistical support to the FMC.

Find the Facility Manager for your group http://arania.lanl.gov/ifmpo/pdfs/fm.pdf

Your Facility Manager
Name: _____
Phone: _____
Email: _____

Support Resources: Human Resources

Locate the HR Generalist assigned to your group.
http://www.hr.lanl.gov/Generalists/docs/HR-9%20Generalists%20Assistants.doc

Meet with your HR Generalist to review personnel files of your group members.Find out about the people you manage. Make time to meet with each person in your group individually.

HR Generalist
Name: _____
Phone: _____
Email: _____

HR provides support and expertise in the following areas:

- Administrative Policies
- Award Programs
- Benefits/Compensation
- Complaint Resolution
- Employment Resources/Staffing
- Leadership Training
- Manager Education
- Performance/Salary Management
- Position Classification
- Postdoctoral Program
- Recruiting
- Training
- Workforce Planning

Links to the above resources can be accessed from the HR homepage. http://www.hr.lanl.gov/

Support Resources: Property Management

Property Manager
Name: _____
Phone: _____
Email: _____

Request a list of equipment assigned to your group from your Property Manager. Conduct an inventory to validate the list.

Property Management http://businternal.lanl.gov/bus6/property.htm assists customers in accounting for and efficiently using U.S. government property by partnering with DOE to develop property policies that meet government requirements and use best commercial practices.

Useful Web Sites

Laboratory Planning http://int.lanl.gov/organization/planning.shtml

- Laboratory Strategic Plan http://int.lanl.gov/planning/strategic_plan.html
- Institutional Plan http://lib-www.lanl.gov/la-pubs/00818154.pdf
- Supporting Plans for your Directorate http://int.lanl.gov/organization/planning.shtml

Laboratory Operations Requirements http://labreq.lanl.gov/hdir/labreq.html, including Performance Requirements, Implementation Requirements, Implementation Guidance, Operations Support Tools, etc.

Calendars, News, and Public Affairs

- LANL NewsBulletin http://www.lanl.gov/orgs/pa/newsbulletin
- Public Affairs http://www.lanl.gov/worldview/news
- Laboratory Calendars http://int.lanl.gov/tools/calendar
- Master Management Schedule http://itrack.lanl.gov/i-track/Master+Management+Schedule
- Issues Tracking http://domino.lanl.gov/itrack/info.nsf
- Community Relations http://www.lanl.gov/orgs/cr
- LABNET Channel 10 Broadcast Schedule http://www.hr.lanl.gov/TIO/labnet10.htm

Organizational Profiles http://int.lanl.gov/organization - an alphabetical directory of Laboratory division, programs, and offices.

The **Laboratory Research Library** http://lib-www.lanl.gov/ provides extensive collections of books, journals, databases, patents and technical reports, and offers literature searches, training, and outreach services. The Library's R&D arm, the Library Without Walls Project, pursues cutting-edge work in areas such as multi-database searches, personalization, linking, open archives, and visualization.

Managers Resources http://int.lanl.gov/managers/
This site is a "portal site" that attempts to organize the LANL web for managers, with links to many sites that a specifically relevant for managers.

Manager Education http://www.hr.lanl.gov/TD/ManagerDev/
Quick links to a variety of education and development resources for managers, including classes and web-based tools.

Resources for New Managers http://www.hr.lanl.gov/TD/ManagerDev/resources.stm
Most useful web links for new managers, organized by topic.

Leadership Center http://www.hr.lanl.gov/Leadership/
Information about the Leadership & Management Institutes and other programs offered by the Leadership Center.

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